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Imperatives of Green Human Resource Management and Organizational Efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State, Nigeria

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Abstract

The study investigated the imperatives of green human resources management on organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State. A survey research method was adopted for the study. A sample of 28 respondents was drawn from the population of 40 using purposive sampling technique. For the objectives of the study to be achieved, two hypotheses were formulated and tested. The study utilized structured questionnaire and interview as major instruments for data collection. 40 questionnaires were distributed and 28 were returned in useable form. Data collected were analyzed using simple percentage and simple regression. The results of the regression analysis revealed positive relationship with green human resource management and organizational efficiency. It was recommended that, Bazone Nig Ltd, Uyo, Akwa Ibom State should clearly communicate the reasons for change, benefits and its impact on employee using multiple channels and formats to ensure the message is understood by all.

Key Words: Green Human Resource Management, Organizational Efficiency, resistance to change, employee participation

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1. Introduction

Green human resource management (GHRM) is becoming increasingly relevant to our 21st century organizations due to growing concerns about environmental sustainability. Green human resource management refers to the implementation of environmentally friendly practices in human resource management activities. It involves incorporating environmental considerations into the design of human resource policies, practices and strategies with the aim of improving environmental performance while enhancing organizational efficiency (Abaikpa and Joseph 2020). Green human resource management practices are aimed at reducing environmental impact by promoting sustainability through human resource management activities. This may include offering training and development programs to employees on how to reduce energy consumption and waste, incorporating environmental criteria in recruitment and selection processes, promoting telecommuting, providing eco-friendly transportation and promoting environmentally responsible behavior among employees.

Green human resource management is also relevant in creating a culture of sustainability within an organization while reducing the overall carbon footprint. Scholars argue that green human resource management practices can enhance a firm's environmental performance and can have a greater impact on organizational efficiency. Shaban (2019) describes green human resource management as the holistic application of the concept of sustainability to organization and its workforce. The author views the concept as green actions focused on increasing efficiency within processes, reducing and eliminating environmental waste and revamping human resource products, tools and procedures resulting in greater efficiency and lower costs. This implies that, organizations that implement green human resource management policies and practices can benefit from reduced costs, increased productivity and improved corporate image and reputation. Thus, green human resource management may be viewed as a key business strategy for organizations where human resource departments play an important role.

1.2 Statement of the Problem

Green human resource management practices include but are not limited to sustainable recruitment and selection practices, sustainable compensation and benefits, employee training and development in green practices, waste management practices, and environmentally sustainable workplaces. Scholars have shown that green human resource management practices can enhance a firm's environmental performance and by extension, their financial performance. Green human resource management policies have been suggested to have a greater impact on organizational performance and the environment. Green human resource management practices can also enhance employee engagement and improve the employer brand. Employees who are environmentally conscious tend to be more engaged and committed to their organizations. Non-profit organizations, as well, can benefit from implementing green human resource management practices as they tend to have a closer connection to and an increased focus on social and environmental issues. Ultimately, the concept can help organizations reduce their environmental footprint, attract environmentally conscious customers and employees, and positively contribute to the sustainability of the society and the environment.

In spite of the aforementioned seeming benefits of implementing green human resource practices, organizations that practice green human resource management still seem to encounter several problems. Some challenges and issues faced by organizations that practice green human resource management include resistance to change, lack of employee participation, inadequate resources, and inadequate training and development programs. Additionally, green human resource management practices may require significant investments and may not always provide immediate financial returns, which can make it difficult for organizations to justify the cost. However, research suggests that implementing green human resource management practices can have significant positive effects on the development of sustainability in organizations, as well as promoting pro-environmental behavior among employees. But organizations need to weigh the costs and benefits of green human resource management practices and develop strategies to overcome any challenges they encounter in order to successfully implement and maintain these practices. It is against this background that; this study was designed to examine the relationship between green human resource management and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State, Nigeria.

1.3 Objectives of the Study

The main objective of this study was to investigate the relationship between green human resource management and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa

Ibom State. Specifically, the study sought to:

i. Investigate the relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.
ii. Examine the relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

1.4 Research Questions

The following research questions were poised to guide the study:

i. What is the relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State?
ii. What is the relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State?

1.5 Hypothesis

From the objectives of this study, the following research hypotheses were formulated to guide the study:

i. There is no significant relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.
ii. Lack of employee participation has no significant relationship between organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

1.6 Significance of the Study

This study will be significant to Bazone Nig Ltd, Uyo, Akwa Ibom State since it highlights on those challenges faced by implementing green human resource management. The findings of this study will be useful to the society, government and stakeholders in oil and gas sector. The findings of this study may contribute to the awareness of the relevance and practicality of green human resource management in the oil and gas industry across the nation. It may be of great value to green environmental experts in Nigeria by making them to know the factors that can either promote or hinder the practice of green human resource management, thus, assisting them to be more proactive on issues relating to green environmental management. Finally, the information which this study provides may serve as reference materials for the government, organizations, public, and researchers, particularly students of high institutions for further researches in related areas.

1.7 Scope of the Study

Unit scope: The study focused on the 40 staff of Bazone Nig Ltd, Uyo, Akwa Ibom State.

Content scope: The content scope of this study was confined to literature on green human resource management and organizational efficiency. The explanatory variables of green human resource management (independent variable) were resistance to change, lack of employee participation and inadequate training.

Geographical scope: This study focused on the staff of Bazone Nig Ltd, Uyo, Akwa Ibom State.

1.8 Limitation of the Study

Some of the constraints and limitations encountered by the researcher in the course of this study included difficulty in reaching out to respondents for collection of relevant data for the study. Nonetheless, these limitations were surmounted by the employment of friendly approach by the researcher and the assistance of heads of departments and units of the organization who help in the distribution of the instrument breaking the exercise into units and executing them based on available resources, as other private projects were suspended to ensure completion of the project within acceptable time frame.

2. Literature Review

2.1 Conceptual Review

Green Human Resource Management (GHRM) is a concept that refers to the integration of environmental responsibilities into human resource management practices and policies to ensure organizational efficiency and sustainable development. The concept was first introduced by Dunphy and Benn in (2000). Since then, several scholars have contributed to the understanding and development of green human resource management. Berrone and Gomez-Mejia (2009) have augmented the understanding and studies on green human resource management in recent years. Jabbour (2013) discusses different functions of the human resource management practices and stimulated the human resource management field to expand its role in environmental sustainability. Ren, Tang & Jackson (2018) describes the concept of sustainable human resource management to incorporate social and economic responsibilities along with environmental responsibilities. Khan and Muktar's (2020) bibliometric analysis of green human resource management revealed that the term was invented in 1996. They also identified the top authors and journals contributing to green human resource management research. In another study (Gaafar, Elzek & Al-Romeedy 2021) discuss the challenges and opportunities in implementing green human resource management

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in organizations. Green human resource management is thus, viewed as an evolving concept with contributions from multiple scholars over the years. The concept emphasizes the importance of integrating environmental responsibilities into human resource management practices and policies for organizational efficiency and environmentally sustainable development. The concept of green human resource management therefore, focuses on a workforce that is environmentally sound, friendly and committed to the environmental sustainability (Masri & Jaaron, 2017). Adi, Mulyadi, Setini &Astawa (2021) define green human resource management as the use of human resource management to enhance environmental practices within organizations as well as increase employee commitment to organizational and environmental issues.

In a related study, Bazrkar and Moshiripour (2021) view the concept of green human resource management as taking some procedures whether to reduce the organization's negative effects on the environment or to maximize its positive environmental impacts. Masri and Jaaron (2017) argue that, there is a significant and positive relationship between green human resource management practices and environmental performance. According to (Renwick et al., 2013) green human resource management uses human resources in applying innovative processes to achieve positive environmental performance, social responsibility, competitive advantage, and decrease waste through continuous learning, and by integrating environmental aims and activities with the goals and strategies of the organization. The authors aver that, human resource management can measure and motivate employees' environmentally friendly behavior, attitudes, awareness, and knowledge. Several authors concur that, organizations can employ human resource management to effectively design and apply environment friendly policies (Jabbour, 2013; Saeed et al., 2019; Tang, Chen, Jiang, Paille & Jia, 2018). Consenting with the above notion, several authors believe that, green human resource management practices are the initiatives, techniques, programs, and processes adopted by the organizations to decrease negative environmental impacts or increase positive environmental effects (Arulrajah, et al., 2016). Yussof, et al., (2020) assert that, giving attention and investing in employees who are concerned with organizational and environmental sustainability is one of the most important strategy in green human resource management practices. The concept of green human resource management practices makes employees of the organizations green for the benefit of individuals, society, the natural environment, and the business (Opatha & Arulrajah, 2014) and ensure environmental safety (Jabbour & Santos 2008). There are several benefits of adopting green human resource management to organizations.

The concept improves organization's image, productivity, efficiency and resources sustainability (Bangwal, Tiwari & Chamola, 2017, Nawangsari & Sutawidjaya, 2019; Shafaei, Nejati &Yusoff, 2020, Amjad, Abbas, Zia-UR-Rehman, Baig, Hashim & Khan. 2021). A proper application and practice of green human resource management reduces employees turnover and attracts better employees, accelerates employees' green consciousness, and improves their behaviors to refine green attitudes in their routine life and workplace and increases employee awareness of environmental concerns (Bangwal et al., 2017, Saeed et al., 2019; Shaban, 2019

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& Chaudhary, 2019). Designing jobs and work settings that encourage green human resource practices and providing regular and frequent training about environmental management systems, increase employees' concern and motivation to engage in pro-environmental behaviors (Tseng, Tan & Siriban-Manalang, 2013). As rightly averred by (Nishii, Lepak and Schneider 2008) employees perceive their organization's human resource management practices as a determinant factor of their work attitudes and behaviors. If the organizations incorporate greening in its human resource policies, employees are bound to display behaviors that resonate and are in accordance with the organizations' green policies (Dumont, Shen & Deng, 2017).

Relationship between Employee Resistance to Change and Organizational Efficiency

Employee resistance to change can have a significant impact on organizational efficiency. When employees resist change initiatives within an organization, it can hinder the successful implementation of new processes, technologies, or strategies. This resistance can manifest in various forms, including reluctance to adopt new systems, skepticism towards the change, fear of job insecurity, or resistance to new ways of working. Several scholars have examined the relationship between employee resistance to change and organizational efficiency, highlighting the potential negative consequences it can have. Kotter and Schlesinger (2008) identify four common reasons for resistance: self-interest, misunderstanding, lack of trust, and different assessments of the situation. They emphasize the importance of addressing these reasons to minimize resistance and enhance organizational efficiency. Armenakis and Harris (2002) discover that employee resistance negatively affects change implementation, leading to reduced efficiency and effectiveness. They emphasize the need for effective communication, involvement, and support to manage resistance and ensure successful green human resource practices change initiatives. Oreg (2003) argues that resistance can arise due to individual characteristics, such as personality traits and prior experiences. She explains that managing resistance requires addressing psychological factors and providing appropriate support to employees during the change process. Armenakis, Bernerth, and Walker (2009) discover that higher levels of resistance are often associated with lower levels of organizational performance and efficiency. They emphasize the importance of proactive change management strategies and addressing employee concerns to minimize resistance and improve efficiency. However, managing resistance resulting from change from traditional human resource management practices to the newly evolving green human resource practices through effective communication, involvement, addressing psychological factors, and proactive change management strategies can help mitigate the negative effects on organizational efficiency and environment during change initiatives.

Relationship between Lack of Employee Participation and Organizational Efficiency

Several authors have researched the relationship between lack of employee participation and organizational efficiency. Setini & Astawa (2021) discovers that the reward management system and participation of employees in decision-making are frequently used practices by organizations to improve organizational efficiency. The author believes that involving employees in decision-making processes and valuing their input can contribute to better organizational efficiency. Sofijanova & Chatleska (2013) define employee participation as a process of involving and empowering workers to use their input towards creating value and improving organizational efficiency. Crant, (2011) defines employee participation to include workers' involvement in decision making processes, in carrying out programs, their taking part in the benefits of growth and involvement in efforts to evaluate. According to David (2009) the idea of employee participation suggests a practice, which grants employees considerable opportunity to be call for in decision-making of their organizations. Westhuizen (2010) sees employee participation as directly or indirectly involvement of individuals and groups to contribute to the decision-making process of an organization. Employee participation is the incorporation of green human resource task-related practices, which focus at magnifying employee sense of involvement in their organization and their commitment to the wider workplace and sustainable environment (Shafaei, Nejati &Yusoff, 2020). According to Dede, et al., (2019) as part of green human resource management, employees should be given the necessary skills and adequate training needed in order to promote creativity and innovation in decision-making and work attitude as this can enhance organizational efficiency.

Organizational Efficiency

Organizational efficiency may be viewed as the ability of an organization to achieve its goals and objectives with the least amount of resources possible. It is the practice of maximizing output while minimizing input, such as reducing waste, streamlining processes and increasing productivity. An organization that is efficient is one that is able to achieve more with fewer resources, which can lead to increased profitability and sustainability (Abaikpa, Thomas, Daniel & Etuk 2023). Organizational efficiency is closely related to leadership behavior and organizational culture (Tsai 2011). A clear vision and effective leadership are very important in promoting a culture of efficiency in an organization. The culture within an organization is very important, playing a large role in determining whether the organization is going to achieve its efficiency or not. In communicating and promoting the organizational ethos to employees, their acknowledgement and acceptance of it can influence their work behavior and attitudes. When the interaction between the leadership and employees is good, the latter will make a greater contribution to team communication and collaboration, and will also be encouraged to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction. Olsen and Martins (2012) emphasize the importance of diversity management in improving organizational efficiency. By embracing and leveraging diversity, the authors believe that, organizations can tap into the unique perspectives and skills of their workforce, leading to improved innovation and better decision-making.

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2.2 Theoretical Review

The relationship between green human resource management and organizational efficiency is supported by the following theories:

The Resource-Based View (RBV):

The Resource-Based View (RBV) theory was first propounded by Edith Penrose in her book "The Theory of the Growth of the Firm," which was published in 1959. However, it gained prominence in strategic management research in the 1980s and 1990s through the works of scholars such as Birger Wernerfelt, Jay Barney, and others. Jay Barney's seminal article "Firm Resources and Sustained Competitive Advantage," published in the Journal of Management in 1991, is often cited as a foundational work in developing the RBV theory. This theory suggests that firms can gain competitive advantage by effectively leveraging their unique resources and capabilities. In the context of GHRM, environmentally friendly HR practices such as green training, eco-friendly employee engagement programs, and sustainable leadership development can be considered valuable resources that contribute to organizational efficiency by enhancing employee productivity, innovation, and commitment.

Stakeholder theory:

Stakeholder theory was developed by R. Edward Freeman in the early 1980s. Freeman's seminal work, "Strategic Management: A Stakeholder Approach," published in 1984, laid the foundation for this theory. It suggests that businesses should consider the interests of all stakeholders, not just shareholders, in their decision-making processes. This theory emphasizes the importance of considering the interests and expectations of various stakeholders, including employees, customers, communities, and the environment. By incorporating environmentally friendly HR practices, organizations can demonstrate their commitment to sustainability, which may enhance their reputation, attract environmentally conscious employees and customers, and ultimately contribute to improved organizational efficiency.

Social exchange theory:

Social exchange theory was developed by George C. Homans in the 1950s and later expanded upon by Peter M. Blau in the 1960s. Homans' work, particularly his book "Social Behavior: Its Elementary Forms," published in 1961, and Blau's book "Exchange and Power in Social Life," published in 1964, are foundational texts in the development of social exchange theory. This theory suggests that individuals engage in reciprocal relationships based on mutual benefits. In the context of GHRM, organizations that offer environmentally friendly HR practices may foster a positive work environment where employees feel valued, respected, and engaged. In return, employees may demonstrate higher levels of commitment, motivation, and performance, leading to improved organizational efficiency.

The Institutional Theory:

The Institutional Theory was developed by several scholars over time, but it gained prominence in organizational studies during the 1970s and 1980s. One of the key figures associated with the development of institutional theory is Meyer and Rowan, whose influential paper "Institutionalized Organizations: Formal Structure as Myth and Ceremony" was published in the American Journal of Sociology in 1977. Other prominent scholars who contributed to the development of institutional theory include DiMaggio and Powell, whose work on institutional isomorphism and organizational fields has been highly influential in shaping the theory. The Institutional Theory has evolved through the contributions of various scholars and continues to be a significant framework in organizational research. This theory posits that organizations adopt practices and behaviors that are socially and culturally acceptable within their institutional environment. As environmental sustainability becomes increasingly institutionalized and valued by stakeholders, organizations may adopt GHRM practices to conform to societal expectations, gain legitimacy, and enhance their competitive position, thereby improving organizational efficiency.

2.3 Empirical Review

Rizwan et al. (2020) investigated the influence of GHRM on employee motivation and productivity. They observed that GHRM initiatives, such as green job design, environmentally responsible reward systems, and green organizational culture promotion, were conducive to higher levels of employee engagement, motivation, and productivity, thereby contributing to organizational efficiency. Johnson et al. (2019) examined the influence of leadership styles on employee participation and its implications for organizational efficiency. They observed that transformational leadership, characterized by empowering and supportive behaviors, fostered a culture of openness and collaboration, leading to greater employee involvement and enhanced organizational effectiveness. Jabbour et al. (2019) explored the role of GHRM in enhancing organizational innovation and efficiency. They found that GHRM practices, such as green recruitment and selection, eco-friendly employee involvement programs, and sustainable leadership development, were positively associated with organizational innovation capabilities and efficiency gains. Ford et al. (2018) conducted a longitudinal study exploring the role of leadership in managing resistance to change and its effects on organizational efficiency. Their findings suggested that transformational leadership behaviors, such as vision articulation and empowerment, were associated with lower levels of resistance and higher organizational efficiency during change processes.

Oreg et al. (2018) emphasized the importance of communication strategies in mitigating resistance to change and enhancing organizational efficiency. Effective communication channels, such as upward feedback mechanisms and transparent dialogue, were found to facilitate employee engagement and reduce resistance, ultimately improving efficiency. Cotton et al. (2018) explored the effects of employee voice mechanisms on organizational performance. They found that organizations that provided opportunities for employees to voice their opinions and ideas experienced higher levels of efficiency due to increased employee engagement and commitment. Guest et al. (2017) highlighted the importance of organizational culture in promoting employee participation and driving efficiency. Organizations with a strong culture of transparency, trust, and inclusivity were found to be more successful in leveraging the full potential of their workforce, resulting in improved performance outcomes. Hussain et al. (2017) highlighted the role of strategic integration of GHRM with organizational goals in driving efficiency and sustainability outcomes. Organizations that strategically aligned their HRM practices with environmental objectives and communicated sustainability goals effectively throughout the workforce were able to achieve superior efficiency gains and competitive advantage. Renwick et al. (2013) examined the impact of GHRM practices on organizational performance. Their findings indicated that organizations implementing environmentally friendly HR practices, such as green training and development, eco-friendly employee engagement initiatives, and green performance appraisal systems, experienced improvements in operational efficiency and overall performance.

Cameron and Quinn (2011) examined the role of organizational culture in shaping employee attitudes towards change and its impact on efficiency. They proposed that organizations with strong adaptive cultures, characterized by openness to innovation and continuous learning, were better equipped to manage resistance and achieve higher levels of efficiency in dynamic environments. Zhang and Bartol (2010) investigated the influence of individual differences on employee resistance to change and its consequences for organizational efficiency. They found that employees with higher levels of openness to experience were more likely to embrace change initiatives, leading to greater efficiency in organizational adaptation. Armenakis et al. 2007 examined the impact of organizational change readiness on employee resistance and organizational efficiency. They found that organizations with higher levels of change readiness experienced lower resistance from employees, leading to improved efficiency in implementing change initiatives. Lawler et al. (2007) investigated the impact of employee participation on organizational effectiveness. Their findings revealed a positive correlation between employee involvement in decision-making processes and improved organizational efficiency, suggesting that organizations benefit from harnessing the knowledge and expertise of their workforce.

3. Methodology

3.1 Research Design

The survey method was adopted for this study.

3.2 The Study Area

This study was conducted in Bazone Nig Ltd, Uyo, Akwa Ibom State.

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3.3 Population of the study

The population of this study consisted 40 staff of Bazone Nig Ltd, Uyo, Akwa Ibom State.

3.4 Sample size/Sampling technique

The study adopted a purposive sampling technique.

3.5 Sources of Data Collection

Data were collected from primary and secondary sources. Primary data were obtained through questionnaire and personal interviews with the respondents. Secondary data were obtained from published reports, books, internet, journals, newspapers and magazines.

3.6 Instrument for Data Collection

Data were collected through questionnaire titled "Green Human Resource Management and Organizational Efficiency Questionnaire (GHROQ)" carefully designed and administered to the respondents. The questionnaire contained sections A and B. Section A contained personal information about the respondents. Section B was the main body of the questionnaire. This section contained fifteen (15) close ended questions using a five-point Likert scale instrument through which the opinions of the respondents were expressed. Their responses were measured by means of a five-category rating system as follows:

SA	-	Strongly agree	4
A	-	Agree	3
D	-	Disagree	2
SD	-	Strongly disagree	1
N	-	Neutral	0

3.7 Validity of Research Instrument

The face validity of the questionnaire was established in order to make sure that the questionnaire items appear to take care of relevant information in the area of interest. Each sub - section in the questionnaire has five items which were reviewed by the researchers and all ambiguous items were removed and those found relevant were retained. The researchers certified that the instrument was face valid and should be used for the study.

3.8 Reliability of the Instrument

In order to determine the internal consistency of the instrument, the Cronbach's Alpha (CA) was utilized.

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3.9 Administration of the Instrument

The questionnaires were personally administered by the researcher to the respondents during official work hours. The exercise was done with the help of the operational manager of the firm.

3.10 Methods of Data Analysis

The statistical methods adopted for data analysis were simple percentages and simple regression. The data were analyzed with the help of a statistical tool using SPSS.

4. Results and discussion

4.1 Data Presentation and Analysis

The data that were gathered using the questionnaire are presented below:

Table 1: Number of questionnaires returned

Questionnaire		Frequency	Percent
Valid	Returned	28	93.3
	Not Returned	12	6.7
	Total	40	100.0

Source: SPSS version 23 outputs

From the above table, it is depicted that out of 40 copies of questionnaires administered to staff of Bazone Nig Ltd, Uyo, Akwa Ibom State. 28 copies were returned in a useable form representing 93.3% while 12 copies were not returned, which represent only 6.7%. We therefore use 28 copies of returned questionnaires as the bases for the analysis.

Table 2: Gender distribution of respondents

Gender		Frequency	Percent
Valid	Male	15	53.6
	Female	13	46.4
	Total	28	100.0

Source: SPSS version 23 outputs

Table 2 above depicts the gender distribution of the respondent. From the table, out of 28 questionnaires returned, 15 were male representing 53.6%, while 13 respondents were female representing 46.4%. This implies that the majority of the respondents were male.

Table 3: Age distribution of respondents

Age range		Frequency	Percent
Valid	25-30	9	32.1
	31-35	12	42.9
	36-40	5	17.9
	41 - above	2	7.1
	Total	28	100.0

Source: SPSS version 23 outputs

The table above depicts that 32.1% of the sampled respondents are within the age bracket of 25-30 years, 42.9% are within the age bracket of 31-35 years while 17.9% of the respondents are within the age bracket of 36-40 years, 7.1% of the respondents are within the age bracket of 41 above years.

Table 4: Marital status of respondents

Marital status		Frequency	Percent
Valid	Single	10	35.7
	Married	11	39.3
	Divorced	3	10.7
	Widowed	4	14.3
	Total	28	100.0

Source: SPSS version 23 outputs

The above table shows that 10 respondents were single representing 35.7% while 11 respondents were married representing 39.3%. Also, 3 respondents were divorced representing 10.7% and another 4 respondents were widowed representing 14.3%.

Table 5: Educational qualification distribution of respondents

Qualification		Frequency	Percent
Valid	SSCE	4	14.3
	OND/NCE	5	17.9
	HND/BSC	13	46.4
	MBA/MSC	4	14.3
	PHD	2	7.1
	Total	28	100.0

Source: SPSS version 23 outputs

The above table shows that out of 28 questionnaires correctly filled and returned, 4 respondents representing 14.3% were holders of SSCE while OND/NCE holders were 5 representing 17.9% and 13 respondents representing 46.4% were holders of HND/B.Sc and

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4 respondents representing 14.3% were MBA/M.Sc holders. Also, only 2 respondents representing 7.1% were holders of P.hD educational qualifications.

Table 6: Working experience distribution of respondents

Experience		Frequency	Percent
Valid	0-5	6	21.4
	6-10	8	28.6
	11-16	9	32.1
	17-above	5	17.9
	Total	28	100.0

Source: SPSS version 23 outputs

Table 6 above shows that 6 respondents representing 21.4% have 0-5 years working experience, 8 respondents representing 28.6% have 6-10 years working experience. Also, 9 respondents (32.1%) have years of working experience between 11-16 years and 5 respondents representing 17.9% have 17 years and above working experience.

Table 7: Rank distribution of respondents

Rank		Frequency	Percent
Valid	Junior Staff	12	42.9
	Senior Staff	10	35.7
	Management Staff	6	21.4
	Total	28	100.0

Source: SPSS version 23 outputs

The above table depicts rank distribution of respondents. The table revealed that 12 respondents representing 42.9% are junior staff, 10 respondents (35.7%) are senior staff while 6 respondents representing 21.4% were management staff.

Research Question One

What is the relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State?

Table 4.8: Responses on the relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State

OPTIONS	SA	A	SD	D	TOTAL
My organization is very trusted for its transparency role in their operational relationship with its stakeholders.	3	3	2	2	10 (35.71%)
My organization is known for freely sharing information and encouraging their leaders to do the same.	2	3	1	1	7 (25.00%)

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My organization's performance and sustainability are hinged on its effective transparent communication.	1	2	2	1	6 (21.43%)
My organization earns trust by its employees due to her clear and honest communication of organizational goals and objectives.	1	0	1	0	2 (8%)
My organization is known to always promote a transparent working relationship with employees by providing honest feedback.	1	1	0	1	3 (9.86%)
Total	8 (28.57%)	9 (32.14%)	6 (21.43%)	5 (17.86%)	28 (100%)

Source: Field Survey, 2024

Table 8 above reveals that 8 respondents representing 28.57% strongly agreed that there is a relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State while 9 respondents (32.14%) agreed to the claim. However, 6 respondents (21.43%) strongly disagreed to the claim while 5 respondents (17.86%) disagreed. We therefore conclude that there is a relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

Research Question Two

What is the relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State?

Table 9: Responses on the relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State

OPTIONS	SA	A	SD	D	TOTAL
My organization always experiences commonality among organizational members as a resulting of inconsistent communication from leaders.	5	5	3	2	15 (53.57%)
My organization always experiences confusion and lack of direction due to inconsistent policies.	2	0	1	1	4 (14.23%)
My organization is not sustainable due to irregularity and inconsistency in decision making.	2	1	1	0	4 (14.23%)
Inconsistency promotes growth in your organization.	1	1	0	0	2 (7.14%)
Inconsistency hinders growth and sustainability in my organization.	1	1	1	0	3 (10.71%)
Total	11 (39.29%)	8 (28.57%)	6 (21.43%)	3 (10.71%)	28 (100%)

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Source: Field Survey, 2024

Table 9 above shows that out of 28 respondents, 11 respondents representing 39.29% strongly agreed that there is a the relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State while 8 respondents (28.57%) agreed to the claim. The analysis further shows that 6 respondents (21.43%) strongly disagreed to the claim while only 3 respondents (10.71%) disagreed. We therefore conclude that there is a relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

4.2 Descriptive Statistics Results

Table 10: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Efficiency Dimension	28	1	4	2.89	1.066	-.563	.441	-.872	.858
Resistance to Change	28	1	4	3.14	1.008	-1.006	.441	.016	.858
Employee Participation	28	1	4	2.96	1.036	-.571	.441	-.851	.858
Valid N (listwise)	28								

Source: Researcher's computation via SPSS version 23

Table 10 above shows that Organizational Efficiency has a mean score of 2.89; this implies that the average score in Bazone Nig Ltd, Uyo, Akwa Ibom State in this domain is 2.89. Organizational Efficiency has a standard deviation of 1.066, showing that the deviation from the mean is high hence; the data are clustered around the mean. The minimum value of Organizational Efficiency is 1 and a maximum value of 4 was recorded. This statistics reveals that the level of deviation of the minimum from the maximum value is high. Thus, indicating much disparity in the level of Organizational Efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State . The average value for Resistance to Change is 3.14 with a standard deviation of 1.008. Therefore, there exists very significance variation among the values of Resistance to Change under study. The minimum value is 1 while the maximum value is 4. The statistics reveal that the level of deviation of the minimum from the maximum value is high. Thus, indicating a high disparity in Resistance to Change in Bazone Nig Ltd, Uyo, Akwa Ibom State. Employee Participation maintained the mean value of 2.96 and the value of the standard deviation is

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1.036 which implies high variations in career training. The maximum and minimum values were 1 and 4 percent respectively.

4.3 Test of Research Hypotheses

Hypothesis one

Ho: There is no significant relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

H1: There is a significant relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

Table 11: Regression Results for hypothesis one

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934[a]	.873	.868	.387

a. Predictors: (Constant), resistance to change

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.780	1	26.780	178.595	.000[b]
	Residual	3.899	26	.150		
	Total	30.679	27			

a. Dependent Variable: organizational efficiency

b. Predictors: (Constant), resistance to change

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.399	.200		1.989	.057
	resistance to change	.919	.069	.934	13.364	.000

a. Dependent Variable: organizational efficiency

Source: Researcher's computation via SPSS version 23

Decision:

Since the calculated probability (Sig.) of 0.000 was less than the p-value of 0.05, we reject the null hypothesis and accept the alternative hypothesis, which states that there is a significant relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State

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Hypothesis two

Ho: Lack of employee participation has no significant relationship between organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

H1 Lack of employee participation has a significant relationship between organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

Table 12: Regression Results for hypothesis two

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.969[a]	.939	.937	.267

a. Predictors: (Constant), Lack of employee participation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	28.822	1	28.822	403.541	.000[b]
	Residual	1.857	26	.071		
	Total	30.679	27			

a. Dependent Variable: organizational efficiency
b. Predictors: (Constant), Lack of employee participation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.064	.156		.412	.684
	Lack of employee participation	.998	.050	.969	20.088	.000

a. Dependent Variable: organizational efficiency

Source: Researcher's computation via SPSS version 23

Decision:

Since the calculated probability (Sig.) of 0.000 was less than the p-value of 0.05, we reject the null hypothesis and accept the alternative hypothesis, which states Lack of employee participation has a significant relationship between organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State.

4.4 Discussion of the Findings

The two hypotheses tested revealed consistent results. In the first hypotheses tested, the regression results reveal that a regression coefficient of 0.399 indicates a positive relationship between resistance to change and organizational efficiency in Bazone Nig Ltd,

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Uyo, Akwa Ibom State. The R Square (R2) of 0.873 implies that about 87.3% variations in the organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State are caused by resistance to change while the remaining 12.7% are caused by other variables not captured by the model. However, in the first hypothesis, since the calculated probability (Sig.) of 0.000 was less than the p-value of 0.05, we concluded that there is a significant relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State. This finding is consistent with the finding of Armenakis, Bernerth, and Walker (2009) that higher levels of resistance are often associated with lower levels of organizational performance and efficiency. In the second hypothesis, the regression coefficient of 0.064 indicates that there is a positive relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State. The R Square (R2) of 0.939 in table 4.3.2 implies that about 93.9% variations in the organizational efficiency are caused by lack of employee participation while the remaining 6.1% are caused by other variables not captured by the model. However, since the calculated probability (Sig.) of 0.000 was less than the p-value of 0.05, we concluded that lack of employee participation has a significant relationship between organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State. This finding is consistent with the finding of Guest et al. (2017) that organizations with a strong culture of transparency, trust, and inclusivity were found to be more successful in leveraging the full potential of their workforce, resulting in improved performance outcomes.

5. Conclusions and Recommendations

5.1 Summary of the Findings

The key objective of this study was to investigate the relationship between green human resource management and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State. The specific objectives of the study were to investigate the relationship between resistance to change and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State and examine the relationship between lack of employee participation and organizational efficiency in Bazone Nig Ltd, Uyo, Akwa Ibom State. Bearing in mind the nature of this study, the researcher employed the use of survey research design in which primary data was obtained through questionnaire administration. Data for this study were obtained from both primary and secondary sources. Primary data were obtained through a structured questionnaire. The questions were closed-ended, and directed to collect relevant data from the staff of Bazone Nig Ltd, Uyo, Akwa Ibom State. Secondary sources were information from existing literatures such as relevant textbooks, Journals and periodicals, and library source. The researcher employed tables and simple percentage method to analyze the research questions. However, the simple regression technique was used to test hypotheses. The results of the regression analysis revealed positive relationship with green human resource management and organizational efficiency.

5.2 Summary of the Findings

In conclusion, the results of the regression analysis revealed positive relationship with green human resource management and organizational efficiency.

5.3 Recommendations

From the findings of this study, the following recommendations were made:

i. Bazone Nig Ltd, Uyo, Akwa Ibom State should clearly communicate the reasons for change, benefits and its impact on employee using multiple channels and formats to ensure the message is understood by all.
ii. Bazone Nig Ltd, Uyo, Akwa Ibom State should create opportunities for employees to participate in decision-making process by establishing committees or working groups that include employee representatives.

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Appendix 1: Questionnaire

Please read carefully each of the statements below and tick ( ) to indicate your agreement or disagreement to each item. Each item has to do with the level of green environmental management and community sustainability. The level or degree of your responses are: Strongly agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and Neutral (N).

S/N	GREEN HUMAN RESOURCE MANAGEMENT DIMENSION	SA	A	D	SD	N
A	RESISTANCE TO CHANGE					
1	My organization is very trusted for its transparency role in their operational relationship with its stakeholders.					
2	My organization is known for freely sharing information and encouraging their leaders to do the same.					
3	My organization's performance and sustainability are hinged on its effective transparent communication.					
4	My organization earns trust by its employees due to her clear and honest communication of organizational goals and objectives.					
5	My organization is known to always promote a transparent working relationship with employees by providing honest feedback.					
B	EMPLOYEE PARTICIPATION					
6	My organization always experiences commonality among organizational members as a resulting of inconsistent communication from leaders.					
7	My organization always experiences confusion and lack of direction due to inconsistent policies.					
8	My organization is not sustainable due to irregularity and inconsistency in decision making.					
9	Inconsistency promotes growth in your organization.					
10	Inconsistency hinders growth and sustainability in my organization.					
C	ORGANIZATIONAL EFFICIENCY DIMENSION					
11	My organizational is known for accountability through the development of a culture of responsibility and transparency.					
12	My organization is reputed for accountability due to its implementation of regular checks and balances.					
13	There is higher levels of trust and cooperation within teams in my organization due to accountability culture.					
14	The increased efficiency and performance in my organization is due to proper accountability.					
15	There are less unethical behaviors in my organization due to management's attention on accountability reports.					